



UTAH ASSOCIATION
OF COUNTIES
INSURANCE MUTUAL

UAC INSURANCE MUTUAL
MINUTES, BOARD OF DIRECTORS TELEPHONIC CONFERENCE
December 5, 1996, 9:00 a.m.

Board Members Participating:

Gary Herbert, *President*, Utah County Commissioner
Gerald Hess, *Vice President*, Davis County Deputy Attorney
Robert Gardner, *Secretary*, Iron County Commissioner
Sid Groll, *Comptroller*, Cache County Sheriff
Ken Brown, Rich County Commissioner
Curtis Dastrop, Duchesne County Commissioner
Ty Lewis, San Juan County Commissioner
Gary Sullivan, Beaver County Commissioner

Board Members Unavailable:

Monte Munns, Box Elder County Assessor-Treasurer

Others Participating:

Kent Sundberg, Utah County Deputy Attorney
Brett Rich, Director, UACIM
Brent Gardner, Administrator
Sonya White, Administrative Assistant

ACCOUNTING PROPOSALS

Three proposals for the UACIM Accounting Services were previously sent to the Board of Trustees for review. Brett Rich prepared a comparison summary of the proposals from 1) Gilbert & Stewart, 2) Hawkins, Cloward & Simister and 3) Squire & Company, pursuant to the criteria in the RFP (see attachment #1). Robison, Hill & Company declined to propose due to their lack of expertise in mutual insurance accounting. Gary Herbert and Kent Sundberg expressed that they have both dealt with each of these companies and feel that any one is capable of performing the services needed by the UACIM.

Brett explained that Gilbert & Stewart and Hawkins, Cloward & Simister do not have prior experience with mutual insurance accounts. Squire & Company had the Utah School Boards Risk Management as an account, therefore, they would have less of a learning curve and they already have the software for insurance accounting. None of the fees listed on the summary include consulting and filing fees.

Ken Brown made a motion to accept the accounting services proposal by Squire & Company at \$9,250.00 annually. Also, that Brett Rich will negotiate the consulting fees separately as accrued. Robert Gardner seconded the motion and the motion passed unanimously.

APPOINTED BOARD MEMBERS

Ken Brown and Robert Gardner will be retiring as commissioners at the end of 1996, therefore, the Board discussed replacements for their positions on the Board of Trustees. Ty Lewis made a motion for Brett Rich to speak with Tony Dearden, Millard County Commissioner (representing the fourth, fifth and sixth class counties) and Sarah Ann Skanchy, Cache County Council Member (representing the first, second and third class counties) as to their willingness to serve on the Board of Trustees. If Tony and Ann are willing, then the Board will begin the appointment process at their next meeting. Sid Groll seconded the motion and the motion passed unanimously.

MEETING NOTICE

DATE: November 25, 1996

TO: UACIM Board of Directors & Staff:
Gary Herbert, Utah County Commissioner
Gerald Hess, Davis County Deputy Attorney
Robert Gardner, Iron County Commissioner
Sid Groll, Cache County Sheriff
Ken Brown, Rich County Commissioner
Curtis Dastrup, Duchesne County Commissioner
Ty Lewis, San Juan County Commissioner
Monte Munns, Box Elder County Assessor/Treasurer
Gary Sullivan, Beaver County Commissioner
Kent Sundberg, Utah County Deputy Attorney

FROM: Brett Rich, UACIM Director

RE: Telephonic Conference

Please plan to participate in a telephonic conference scheduled for Thursday, December 5, 1996, at 9:00 a.m. to discuss the accounting proposals which copies are in the mail to you. A decision must be made as to which firm will be awarded the contract, so please review the proposals and be prepared to vote.

To participate in the conference, call 1-800-944-6239 and ask for Brett Rich's conference. Thank you.

SUMMARY OF ACCOUNTING PROPOSALS

	Gilbert & Stewart	Hawkins, Cloward & Simister	Squire & Company
Competency of personnel assigned to UACIM's account	Lynn Gilbert, Partner, 11 years James Gilbert, Partner, 8 years Blake Loveland, CPA, 2 years Ben Probst, CPA, 6 years	Layne Peterson, Partner, 13 years Angie Anderson, Staff Accountant, 1 year Laurel Jorgensen, Accounting Specialist, 1 year	Craig Wilkins, Partner, 23 years Ray Bartholomew, Partner, 14 years Darin Clark, CPA, 6 years Cindy Henry, Staff Maree Gardiner, Staff
Ability to provide responsive service in terms of personnel, location or technical expertise	Located in Provo, established in 1974 10 professionals on staff, Current clients include governmental non-profit entities	Located in Orem, established in 1951, 30 + professionals on staff, current clients include governmental & non-profit entities	Located in Orem, established in 1973, 23 professional staff (full time), current clients include governmental & non-profit entities
Chemistry between UACIM personnel and individuals assigned to the UACIM account	Contact has been with Lynn Gilbert & James Gilbert, no apparent problems	Contact has been with Layne Peterson, no apparent problems	Contact has been with Craig Wilkins, no apparent problems
Knowledge of and experience in handling accounts for public agency insurance mutuals, insurance companies and/or insurance pools	None listed	None listed	Utah School Boards Risk Management
Fees 1997 1998 1999	10,900 11,220 11,840	13,900 12,700 12,700	9,250 9,775 10,225
References	Emery County School Dist - Very Positive, changed firms 1 year, then back Pleasant Grove - Extended contract after 4 year term. Very pleased with Mr. Heaton. Juab School Dist - 7 years experience Good experience with Mr. Hilstead	Utah County Board of Realtors - All accounting by Jackson, Eddleston, & Stoddard for 7-8 years, very pleased United Way - 10+ years experience, excellent experience, the firm no longer does work for non-profit entities Wasatch County -	Utah School Boards Risk Management Used Craig Wilkins for 1 year +, Switched, with reservations, when quarterly combined with audit. Mountainland Assn of Gov - audited for 8 years, Bartholomew & Wilkins, very pleased

Utah Association of Counties Insurance Mutual

Accounting Services Proposal

**For the Three Year Period Beginning January 1, 1997
and Ending December 31, 1999**

Proposed by

Squire & Company, PC
Certified Public Accountants

Orem, Utah

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A. Size and Structure of Firm

Since 1973, Squire & Company, PC, located in Orem, Utah, has provided a full range of professional services in auditing, accounting, taxes, and employee benefit plans as well as management consulting. Our firm consists of eighteen certified public accountants as well as other professionals and support staff of seventeen in the following positions:

Partners	7
Professional staff	16
Part-time professionals	4
Support staff	2
Secretaries/Receptionist	5
Interns	1

Squire & Co. is a member of Associated Regional Accounting Firms (ARAF), an international association of public accounting firms. ARAF provides excellent training, management and marketing programs to its members. Also, as an ARAF member, we can access a wealth of knowledge, ideas, and resources from ARAF members and firms. What this means is that UACIM will not only have the experienced, well trained professionals from Squire & Co. working directly on your accounting, but you will also have a network of successful public accounting firms (with insurance and government clients) available to help with any special accounting or reporting needs you may have.

We become familiar with our client's accounting systems and use the system to assist with the accounting process. We have considerable experience and capability in working with computerized accounting systems, especially QuickBooks.

We are freely accessible to UACIM personnel and will be able to respond quickly to requests.

Address: Squire & Company, PC
Certified Public Accountants
A Professional Corporation
1329 South 800 East
Orem, Utah 84097
Federal Identification Number 87-0343246

Communications: Telephone: (801) 225-6900
Facsimile: 226-7739
E-mail: squire@fiber.net

Your contact: Craig D. Wilkins, CPA

We affirm that Squire & Co. does not discriminate against any individual because of race, religion, sex, color, disability, age, or national origin, and that these shall not be a factor in consideration for employment, selection for training, promotion, transfer, recruitment, rates of pay, or other forms of compensation, demotion, or separation. Further we prohibit sexual harassment in the work place.

B. Key Personnel Summary

The professionals assigned to work directly on this engagement include the following:

Craig D. Wilkins, CPA - Managing Partner (Independent Review and Supervision)

Craig, who earned his accounting degree from Brigham Young University in 1972, has 23 years of accounting experience.

He serves as managing partner in the firm with extensive background in governmental accounting. He has also supervised work done on insurance mutuals.

Ray B. Bartholomew, CPA - Audit Partner (Nonprofit Organization and Governments)

Ray joined the firm in 1982 after receiving his master of accountancy degree from Brigham Young University. He has significant experience as a team leader on most of the firm's nonprofit organization and governmental audit and accounting engagements. Ray has earned the AICPA Governmental Accounting and Auditing Certificate of Educational Achievement (GAA-CEA). Ray served on the Utah State School Finance Study Task Force in 1990.

He serves as engagement partner for the nonprofit organization and governmental audits as listed in the next section as well as 15 other nonprofit organizations and governments.

Ray has taught courses on governmental and nonprofit organization accounting and auditing at UACPA updates and has been a guest lecturer at BYU accounting classes dealing with governmental and nonprofit organization issues.

Darin C. Clark, CPA - Supervisor and Accounting Specialist

Darin graduated from Brigham Young University in 1990 with a bachelors degree in accounting. From 1990 to 1995 he worked for the Utah State Auditor's Office, three years in their financial audit division performing audits of state colleges, universities, departments, and agencies and two years in their local government division reviewing audit reports of local governments and nonprofit organizations, monitoring audit files of CPA firms as well as teaching accounting and auditing updates.

Darin joined Squire & Co. in 1995 and manages many of our government and nonprofit audits. He is a member of Association of Government Accountants and the UACPA Nonprofit Organization Committee.

Other Professional Staff

Staff members who have extensive accounting experience and will be assigned to perform certain tasks according to the degree of responsibility involved are:

Cindy Henry
Maree Gardiner

Members of this team have recently completed continuing educational training sponsored by the AICPA and UACPA as follows:

- Audits of Nonprofit Organizations
- Tax Issues of Exempt Organizations
- Nonprofit Organization Auditing and Accounting Update
- Audits of State and Local Governmental Units
- Governmental Accounting and Auditing Update
- Annual State and Local Government Conference
- Auditing Under the Single Audit Act
- Audits of School Districts
- Governmental Accounting and Auditing Certificate of Educational Achievement Program
- GFOA GAAFR Study Guide
- CPA Report - Governmental Accounting and Auditing
- State Auditor's Office Annual Government and Nonprofit Organization Auditing Update

The firm subscribes to the monthly newsletters, *GAAFR Review*, *The PPC Nonprofit Update*, *The PPC Governmental Update*, the annual *Guide to Audits of Nonprofit Organizations*, and the annual *Guide to Audits of Local Governments*. We also use as a resource the AICPA's audit and accounting guide, *Audits of Not-for-Profit Organizations*, as revised, and related AICPA audit risk alerts as well as the technical support staff at the GFOA, GASB and AICPA. In addition, we subscribe to publications concerning insurance mutual associations provided by NAIC.

We make substantial efforts to remain current with new pronouncements and act as a valued resource to our clients.

C. Services Provided

Squire and Co. is capable of providing a wide range of services to our clients including system design and implementation, employee benefit plan administration, auditing, accounting, consultation and business coaching.

Most recently we have provided audit, budget, system design and consulting to a large and varied group of governmental and nonprofit organizations.

Our experience with insurance mutuals involved preparing quarterly reports and annual yellow blanks.

D. Experience

A partial list of organizations currently or recently served by Squire & Co. are as follows:

<u>Client/Location/Contact/Phone</u>	<u>Years of Service</u>	<u>Size (Revenues)</u>
GOVERNMENTS:		
Mountainland Association of Governments		
Utah, Wasatch and Summit Counties -- Steve Johnson, finance officer -- 377-2262	1988 - Present	\$ 5,440,000
Highland City		
Utah County -- Lynn Ruff, finance officer -- 756-5751	1993 - Present	1,420,000
Tri City Golf Course		
Northern Utah County -- Pharis Blackhurst, treasurer -- 756-3594 (756-2915)	1994 - Present	560,000
Strawberry Electric Service District		
Southern Utah County -- Gary Aitken, fiscal officer -- 465-9273	1995 - Present	2,760,000
Utah County Solid Waste Special Service District		
Northern Utah County -- Stewart Cowley, manager -- 225-8538	1995 - Present	3,530,000
Alpine School District		
Northern Utah County -- Greg Holbrook, assistant business administrator/Director of Accounting -- 756-8427	1987 - Present	165,500,000
Park City School District		
Southwestern Summit County -- Burke Jolley, business administrator -- 645-5600	1983 - Present	18,280,000
Murray City School District		
Salt Lake County -- Richard Clark, business administrator -- 264-7400	1990 - Present	26,640,000
Jordan School District		
Southern Salt Lake County -- Richard Reese, internal auditor -- 567-8148	Awarded for 1997 year (six-year contract)	287,000,000
NONPROFIT ORGANIZATIONS:		
Mountainland Head Start, Inc.		
Utah, Wasatch and Juab Counties -- Rudy Anderson, director -- 375-7981		
Chrysalis Enterprises, Inc. (Adult Services)		
Northern Utah -- Craig Carrol, director -- 654-2907	1987 - Present	3,130,000
North Eastern Services (Adult Services)		
Northern Utah -- Wayne Crabb, director -- 224-5778	1985 - Present	1,620,000
UCCODAR-The Gathering Place (Substance Abuse Therapy and Prevention Programs)		
Utah County -- Dennis Hansen, executive director -- 226-2255	1992 - Present	510,000
Kids on the Move, Inc. (Early Intervention Program)		
Northern Utah County -- Jill Adams, accountant -- 221-9930	1987 - Present	770,000
INSURANCE MUTUAL:		
Utah School Boards Risk Management		
Richard Stowell -- director -- 569-3632	1994 - Present	750,000
	1995	

We also provide audit, accounting, consulting, systems, and tax services to 15 other nonprofit organizations; these organizations are primarily within Utah.

Squire & Co. currently provides audit, accounting, and tax services for seven (7) water users associations or related organizations.

E. Fees

Our proposal consists of the following fee schedule:

	<u>1997</u>		<u>1998</u>		<u>1999</u>	
	<u>Cost/hr.</u>	Not to <u>Exceed</u>	<u>Cost/hr.</u>	Not to <u>Exceed</u>	<u>Cost/hr.</u>	Not to <u>Exceed</u>
Monthly Financial Statements	\$45	\$450	\$50	\$475	\$55	\$500
Quarterly Reports	\$45	\$850	\$50	\$900	\$55	\$925
Annual Yellow Blank	\$65	\$1,300	\$70	\$1,375	\$75	\$1,450
Statutory Filings	\$45	Unknown	\$70	Unknown	\$75	Unknown
Consultation	\$65	Unknown	\$70	Unknown	\$75	Unknown

<u>Staff Level</u>	<u>Rate</u>
Partner:	
Managing Partner	\$ 120
Supervising Partner	95
Professional	45
Secretarial	25

Annual increases in rate per hour are estimated to be 5%.

F. Use of UACIM Staff

We anticipate UACIM staff to assist in the day to day transactions through QuickBooks accounting system. We also would expect their assistance in researching transactions, entries, and other information needs for completion of this work.

We estimate their time to be no more than five to six hours each month in addition to maintaining the day to day accounting of transactions.

G. Fee Quote

A summary of our fee quote for all work identified in item E, including what we estimate our time to be for statutory filings and consultation is as follows:

	<u>1997</u>	<u>1998</u>	<u>1999</u>
Summary of Fee Quote	\$ 10,500	\$ 11,000	\$ 11,500

This quote provides for approximately 20 hours of consultation and statutory filing time on our part.

* * * * *

Our goal is to do a little more than our clients expect. We trust this proposal meets your expectations. We know we can provide a quality product while giving the Association the personal and professional attention it seeks. Please call if additional information is needed.

PROPOSAL FOR ACCOUNTING SERVICES

**UTAH ASSOCIATION OF COUNTIES
INSURANCE MUTUAL**

GILBERT & STEWART

CERTIFIED PUBLIC ACCOUNTANTS
A PROFESSIONAL CORPORATION

SIDNEY S. GILBERT, C.P.A.
JAMES E. STEWART, C.P.A.
RANDEL A. HEATON, C.P.A.
LYNN G. HILLSTEAD, C.P.A.
LYNN A. GILBERT, C.P.A.
JAMES A. GILBERT, C.P.A.

190 WEST 800 NORTH
SUITE 100
PROVO, UTAH 84601
TELEPHONE (801)377-5300
FAX (801)373-5622

November 25, 1996

Mr. Brett Rich, J.D.
Director, UAICM
4021 South 700 East, #180
Murray, Utah 84107

We are pleased to submit the following information in response to your request for a proposal of accounting services for Utah Association of Counties Insurance Mutual.

General Background Information

Gilbert & Stewart, a local firm, was organized in 1974 and has served the Utah area from its Provo location since that time.

Gilbert & Stewart (A Professional Corporation)
Certified Public Accountants
190 West 800 North, Suite #100
Provo, Utah 84601
(801) 377-5300

Firm Qualifications

Gilbert and Stewart has had varied and extensive experience in accounting and auditing government and non-profit entities including counties, cities, school districts, special improvement districts, non-profit government grant agencies, etc. (A list of some audit client references is attached).

We are familiar with several accounting systems and have the capability to provide services with all systems.

Over the years our approach to serving our clients has been one of providing assistance whenever and however possible including, but not limited to, providing management recommendations on matters that may come to our attention during the course of the work. Our collective experience and our library of resource materials allows us to act in a management advisory capacity on accounting, audit, tax, or other issues that may arise during the year.

Gilbert & Stewart is a member of the Private Companies Practice Section of the Division for CPA Firms of the American Institute of Certified Public Accountants. We have undergone three peer reviews administered by the Private Companies Practice Section, which review serves to document and enhance the quality of our auditing procedures. Our last review was performed in 1994 and we received an unqualified opinion (the best opinion that can be received).

Engagement Team

Gilbert & Stewart has an accounting staff of ten professionals. Personnel that will be assigned to the engagement and in what capacity are as follows (please see attached resume sheet for experience and qualifications):

Lynn A. Gilbert - Partner
James A. Gilbert - Partner
Ben H. Probst - Manager
Blake J. Loveland - Senior

Other staff members will be used as needed.

Engagement Requirements

It is our understanding that this is a proposal to provide monthly accounting services, to prepare required quarterly reports, preparation of the annual Yellow Blank, and to provide ongoing consultation services as needed.

Engagement Approach

Our approach to providing services is to work closely with client staff to provide accurate and timely information to management. We would expect UAICM personnel to provide us with appropriate worksheets, detailed ledgers, statements, and other data which we will use to prepare the required reports. We will work with personnel to design the most efficient approach to accumulating this data to keep UAICM staff time to a minimum. We anticipate that during the switch over there would be a need to work closely with UAICM staff to insure proper carry over amounts and continuity. However, as the engagement progressed the time required of UAICM staff would decrease substantially.

Fees and Rates

Our fee, which includes all out-of-pocket expenses for the engagement is as follows:

1996

Monthly Accounting (Per Month)	\$450
Quarterly Report (Per Quarter)	1,250
Annual Yellow Blank	1,750

1997

Monthly Accounting (Per Month)	\$460
Quarterly Report (Per Quarter)	1,300
Annual Yellow Blank	1,800

1998

Monthly Accounting (Per Month)	\$470
Quarterly Report (Per Quarter)	1,400
Annual Yellow Blank	2,000

The above fees are based on estimated time involved for each segment of the engagement with any applicable discounts. These amounts are considered a not-to-exceed fee and a flat fee.

The following is a schedule of the hourly rates of the employees expected to participate in the engagement:

Lynn A. Gilbert	\$95
James A. Gilbert	85
Ben H. Probst	70
Blake J. Loveland	60

Fees for ongoing consulting for UAICM would be billed using our standard hourly rates as described above depending on the level of personnel required to perform the consulting service.

Affirmations

Gilbert & Stewart does not discriminate against any individual because of race, religion, sex, color, age, handicap or national origin, and these are not a factor in consideration for employment, selection for training, promotion, transfer, recruitment, rates of pay, or other forms of compensation, demotion or separation.

Gilbert and Stewart is properly license for practice as a Certified Public Accounting firm in the State of Utah.

Gilbert & Stewart is independent of Utah Association of Counties Insurance Mutual in the AICPA's *Rules of Conduct*, and by the requirements of the *Government Auditing Standards*, 1994 revision published by the U.S. General Accounting Office.

Gilbert & Stewart meets the continuing education and external quality review requirements contained in the *Government Auditing Standards*, 1994 revision published by the U.S. General Accounting Office.

Thank you for your consideration of our proposal. If you have further questions, please call.

Sincerely,



GILBERT & STEWART

Certified Public Accountants

NAMES OF ENTITIES FOR WHICH AUDIT SERVICES HAVE BEEN PROVIDED

Some of the entities for which we provide audit services include:

Provo City School District
Lynn Smith, Business Administrator
280 West 940 North
Provo, Utah 84601 (801) 373-6301

Juab School District
Tracey Olsen, Clerk/Treasurer
Nephi, UT 84648 (801) 623-1940

Utah County
Bruce Peacock, Auditor
51 South University Avenue
Provo, Utah 84601 (801) 370-8237

Pleasant Grove City
K.A. Driggs
Pleasant Grove, UT 84062 (801) 785-5045

Nebo School District
Errol Smith, Business Administrator
Spanish Fork, Utah 84660 (801) 798-4000

San Juan School District
Kent Tibbitts, Business Administrator
Blanding, UT 84511 (801) 678-1234

Emery County School District
Phillip R. Jensen
Huntington, Utah 84528 (801) 687-9846

Garfield School District
D'Lynn Poll, Business Administrator
Panguitch, UT 84759 (801) 676-8821

North Sanpete School District
Darin Johansen, Clerk/Treasurer
Mt. Pleasant, Utah 84647 (801) 462-2485

Piute School district
Carma Brindley, Business Administrator
Junction, UT 84740 (801) 577-2912

Wayne County School District
Brenda Wood, Business Administrator
Bicknell, Utah (801) 425-3813

Additional references will be submitted upon your request.

PERSONNEL EXPERIENCE AND QUALIFICATIONS OF

JAMES A. GILBERT

Certified Public Accountant

Partner

Graduated	1988
Degree	Master of Accountancy B.S. Degree in Accounting
College	Brigham Young University Marriot School of Management

Qualifications:

Awarded CPA certificate from the State of Utah in 1989.

Began public accounting career in 1987 and since that time has had extensive experience in auditing local governmental units. This experience includes:

Audit Partner: Provo City School District
Garfield County School District
Wayne County School District
Piute County School District
Many Other Governmental and Commercial Audits

Audit Manager: Utah County
Nebo School District
San Juan School District
Many Other Governmental and Commercial Audits

Received a Certificate of Educational Achievement in Governmental Accounting and Auditing. This certificate was issued by the American Institute of CPA's and requires extensive educational requirements and testing.

Attends annual governmental accounting and auditing update courses sponsored by the Utah Association of CPA's and the Utah State Auditor's office.

Attended: Utah State Government Update: 1994, 1995, 1996
UACPA State & Local Government Update: 1994, 1995, 1996
AICPA Practitioners' Symposium: 1996 (Single Audit, etc.)

Member of: Utah Association of CPA's State and Local Government Committee
American Institute and Utah Association of CPA's

Past President of the Southern Chapter of the UACPA.

PERSONNEL EXPERIENCE AND QUALIFICATIONS OF

LYNN A. GILBERT

Certified Public Accountant

Partner

Graduated	1985
Degree	Master of Accountancy B.S. Degree in Accounting
College	Brigham Young University Marriot School of Management

Qualifications:

Awarded CPA certificate from the State of Utah in 1985.

Began public accounting career in 1983 and since that time has had extensive experience in auditing local governmental units. This experience includes:

Audit Partner: Provo City School District
Garfield County School District
Nebo School District
San Juan School District

Attends annual governmental accounting and auditing update courses sponsored by the Utah Association of CPA's and the Utah State Auditor's office.

Attended: Utah State Government Update: 1994, 1995, 1996
UACPA State & Local Government Update: 1994, 1995, 1996
AICPA Practitioners' Symposium: 1996 (Single Audit, etc.)

Member of: American Institute and Utah Association of CPA's
Former Member of Utah Association of CPA's State and Local
Government Committee
Former Chairman of Utah Association of CPA's State & Local
Government Committee

PERSONNEL EXPERIENCE AND QUALIFICATIONS OF

BEN H. PROBST

Certified Public Accountant

Graduated	1990
Degree	Master of Accountancy B.S. Degree in Accounting
College	Brigham Young University Marriot School of Management

Qualifications:

Awarded CPA certificate from the State of Texas in 1992 and from the State of Utah in 1993.

Began public accounting career in 1990 working for over two years with KPMG Peat Marwick in Dallas, Texas. While with this firm he worked in the insurance company division of the tax department.

Began working for Gilbert & Stewart in 1992 and has worked on municipal, non-profit, school district, and commercial audits.

Audit Manager: Town of Charleston
Wallsburg Town
Town of Cedar Fort
Friends of Utah County Children's Justice Center

Audit Senior: Nebo School District
San Juan School District
Utah County

Attends annual governmental accounting and auditing update courses sponsored by the Utah Association of CPA's.

Attended: Utah State Government Audit Update; 1994, 1995, 1996.
UACPA State & Local Government Update; 1994, 1995, 1996
AICPA Practitioners' Symposium, June 1996 - Performing a
Single Audit for State & Local Governments

Member of American Institute and Utah Association of CPA's.

PERSONNEL EXPERIENCE AND QUALIFICATIONS OF

BLAKE J. LOVELAND

Certified Public Accountant

Graduated	1994
Degree	Master of Accounting B.S. Degree in Accounting
College	Utah State University College of Business

Qualifications:

Government Auditing Experience

- Provo School District - Single Audit.
- Nebo School District - Financial Audit.
- Utah County - Single Audit.
- Juab School District - Financial/Single Audit.
- Tintic School District - Financial/Single Audit.
- Neighborhood Housing of Provo - Financial/Single Audit.

Government Auditing Education

- UACPA State and Local Government Update Conference - 1996.
- Utah State Auditor's Office Annual Government Update for CPAs - 1996.
- The Internal Control Structure in the Computer Environment - 1995.
- Has The New Yellow Book Changed Compliance Auditing? - 1995.
- UACPA State and Local Government Update Conference - 1995.
- Utah State Auditor's Office Annual Government Update for CPAs - 1995.

UACPA Outstanding Accounting Student Award - 1995.

National Literary Scholar, Beta Alpha Psi - 1994.

Utah State University Graduate Fellowship - 1994.

Member of American Institute and Utah Association of CPA's.

Accounting Services Proposal

Prepared for
Utah Association of Counties Insurance Mutual

by
Hawkins Cloward & Simister, LC
for the years 1997, 1998, and 1999

Accounting Services Proposal

Prepared for
Utah Association of Counties Insurance Mutual

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HAWKINS CLOWARD & SIMISTER

CERTIFIED PUBLIC ACCOUNTANTS, LC

RONALD K. HAWKINS, C.P.A.
DAVID A. CLOWARD, C.P.A.
KEVIN L. SIMISTER, C.P.A.
O. JEFFERY WILDE, C.P.A.
MARK D. WHITTAKER, C.P.A.
DENTON R. ALEXANDER, C.P.A.
LAYNE R. PETERSON, C.P.A.

RICHARD E. HAWKINS, C.P.A.
KEITH T. BORUP, C.P.A.

November 22, 1996

Board of Trustees
Utah Association of Counties Insurance Mutual
4021 South 700 East Suite 180
Murray, Utah 84107

Gentlemen:

We appreciate the opportunity of submitting our proposal to perform accounting services for the Utah Association of Counties Insurance Mutual for the years 1997, 1998, and 1999.

Profile

Hawkins Cloward & Simister, LC, (HCS) is a large local firm located in Orem, Utah. All of the reports will be handled out of this office. Our professional staff includes seven partners, four managers, five supervisors, two seniors, and five staff accountants.

HCS is properly licensed for practice as a certified public accountant in the State of Utah. We meet the independence requirements of the American Institute of Certified Public Accountants and the *Government Auditing Standards*, 1994 revision, published by the U.S. General Accounting Office; and we meet the continuing education and external quality control review requirements contained in the *Government Auditing Standards*, 1994 revision, published by the U.S. General Accounting Office.

Qualifications

HCS is a member of the Private Company Practice Section of the AICPA. A copy of our most recent peer review report is enclosed for your review and use.

Utah Association of Counties Insurance Mutual
November 22, 1996

We anticipate the following individuals to be assigned to your engagement.

Layne R. Peterson, Partner

Angie Anderson, Staff Accountant

Laurel Jorgensen, Accounting Specialist

Mr. Layne Peterson graduated from Brigham Young University in 1983. He worked for Ernst & Whinney in California before joining HCS. He is currently serving on the Board of Directors of the Orem Kiwanis Club. He also serves on the Accounting Department Advisory Committee of Utah Valley State College. His pertinent experience includes managing the audits of Gunnison Valley Hospital Special Service District, Grand County Hospital Service District, and Juab County with related Special Service Districts.

Ms. Angie Anderson graduated from Brigham Young University in 1995. Her pertinent experience includes working on the audits of Juab County, Provo City, Gunnison Valley Hospital, Central Valley Medical Center, Wasatch County Special Service Area #1, Jordanelle Special Service District, and Timberlakes Water Special Service District.

Ms. Laurel Jorgensen graduated from Stevens Henager Business College in 1996. Her pertinent experience includes accounting services provided for Bear Lake, Miller Ski and Snowboard, Blakelock and Springer, Jones Paint and Glass, American Fork Emergency Room Physicians, and Dr. Dick Johnson, DDS.

Our firm is committed to continuing education. Our policy, as well as state licensing provisions, require that each professional accountant attend at least 80 hours of continuing education every two years. Specific courses the above personnel have attended include the "State and Local Government Conference", and "Audits of State and Local Governmental Units."

Time Requirements

We would expect the staff at UACIM to provide a monthly Quickbooks ledger, a reconciliation of the checking account, monthly bank statements, and any additional information as deemed necessary. After receiving these items, we anticipate completing the compilation of the monthly financial statements within two weeks, preparation of the quarterly reports within three weeks, and preparation of the annual report within one month.

Utah Association of Counties Insurance Mutual
November 22, 1996

Fees

The hourly fee for our accounting services would be \$105 per hour for Mr. Peterson, \$42 per hour for Ms. Anderson, and \$34 per hour for Ms. Jorgensen. The flat fee for 1997 would be \$13,900 consisting of \$1,300 for software, \$1,200 set up costs, and \$11,400 for services. During 1998 and 1999, the fees would be \$12,700 consisting of \$1,300 for software and \$11,400 for services.

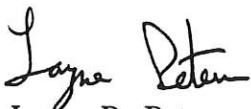
In connection with completing the reports, we may see areas or processes that might be improved. We will communicate any of these findings with the monthly reports. Additional consultation services will be billed at the regular hourly billing rates, provided above.

In this, as with any other engagement, our firm will not discriminate against any employee or any applicant for employment because of race, religion, sex, color, handicap, or national origin and these shall not be a factor in consideration for employment, selection of training, promotion, transfer, recruitment, rates of pay, or other forms of compensation, demotion, or separation.

We look forward to receiving notification of the results of the selection process. If you have any questions about our proposal or if we can be of any assistance, please feel free to call.

Very truly yours,

HAWKINS, CLOWARD & SIMISTER, LC



Layne R. Peterson
Certified Public Accountant

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HANSEN, BARNETT & MAXWELL

A Professional Corporation
CERTIFIED PUBLIC ACCOUNTANTS

Member of AICPA Division of Firms
Member of SECPS
Member of Summit International Associates

(801) 532-2200
Fax (801) 532-7944
345 East Broadway, Suite 200
Salt Lake City, Utah 84111-2693

November 12, 1993

To the Members
Hawkins, Cloward & Simister LC

We have reviewed the system of quality control for the accounting and auditing practice of Hawkins, Cloward & Simister LC (the firm) in effect for the year ended June 30, 1993. Our review was conducted in conformity with standards for peer reviews promulgated by the peer review committee of the private companies practice section of the AICPA Division for CPA Firms (the section). We tested compliance with the firm's quality control policies and procedures and with the membership requirements of the section to the extent we considered appropriate. These tests included the application of the firm's policies and procedures on selected accounting and auditing engagements.

In performing our review, we have given consideration to the general characteristics of a system of quality control as described in quality control standards issued by the AICPA. Such a system should be appropriately comprehensive and suitably designed in relation to the firm's organizational structure, its policies, and the nature of its practice. Variance in individual performance can affect the degree of compliance with a firm's prescribed quality control policies and procedures. Therefore, adherence to all policies and procedures in every case may not be possible.

In our opinion, the system of quality control for the accounting and auditing practice of Hawkins, Cloward & Simister LC in effect for the year ended June 30, 1993 met the objectives of quality control standards established by the AICPA and was being complied with during the year then ended to provide the firm with reasonable assurance of conforming with professional standards. Also, in our opinion, the firm was in conformity with the membership requirements of the section in all material respects.

Hansen, Barnett & Maxwell

HAWKINS CLOWARD & SIMISTER, LC

Menu of Other Available Services

We have expertise and experience rendering the following services on our governmental engagements.

Financial audits, the examination of financial statements include the following:

Evaluation of internal control.

This evaluation determines whether such controls exist and are being used. We would bring to your attention any weaknesses noted during our examination.

Evaluation of accounting system.

This includes determination of whether an audit trail exists and whether reports are adequate to supply information needed and/or desired.

Statistical and judgmental analysis.

Key transactions in the accounting records are examined to form an opinion on whether the correctness of the accounting records is reasonably assured.

Problem resolution.

Complex and unusual transactions are researched and recommendations made for future handling and/or recording.

Report drafting.

We provide assistance in the drafting of your financial reports to assure compliance with the NCGA.

Compliance audits are sometimes required or desired to measure and document specific compliance with particular legal requirements. Our services include preparing reports and comfort letters for distribution to bond underwriters, investors, insurance companies, and separate governmental agencies.

Performance audits are an independent evaluation and measurement of program performance. They provide for a comparison with goals established, consideration that needs were fulfilled, determination of the cost effectiveness and an evaluation of alternatives.

In addition to auditing, we are able to provide services in accounting and management areas.

Accounting services include analysis and research for specific accounts or files such as sinking funds, reserves, contracts, prepaid expenses, cash accounts, fixed assets, lawsuits, insurance claims, tax accounts, and others as necessary. You may also wish to have assistance with year end closing to alleviate some of the related pressures. We can assist in analysis of selected accounts, determination of accruals, and preparation of adjusting journal entries.

Management services include a constructive service letter, which is issued as a result of our audit of the entity. It is designed to alert the Board to problems encountered during the course of the examination. This letter is a surface evaluation only, but we would be able to provide an in-depth study of cause, ramifications, and solutions to specific problems upon request.

We may also be of assistance to you in helping to determine actual information needs and performance of special studies in the areas of cost control, revenue needs, billing analysis, and investment analysis.

Members of our firm can offer assistance in hiring of accounting personnel, in selection of consultants, as resources for solving accounting problems, in transaction recording during the year, in implementation of new procedures, and work with programmers in development of accounting software.

We can also assist in the preparation and monitoring of annual budgets.

HAWKINS CLOWARD & SIMISTER, LC
FIRM RESUME

EXECUTIVE SUMMARY

- The Firm** Hawkins Cloward & Simister, LC consists of over 30 professionals who recognize the direct relationship between the success of our clients and our success as a firm.
- The Services** The services provided by our firm encompass a wide variety of financial areas, including management consulting, taxation, accounting, and audit. We welcome engagements ranging from simple tax returns to complex audits of multi-million dollar entities.
- Our People** Our dedicated people are at the top of their profession, and they work hard to remain abreast of an ever-changing financial environment. They are active in civic affairs and are well-respected in the community for their service and achievements.
- History/Experience** Hawkins Cloward & Simister, LC was founded in 1951. Since then, HCS has grown into a large diversified local firm by consistently providing high quality services to its clients in both the private and public sectors.
- Achievements** We are members of the AICPA's Private Company Practice Section and undergo a regular Peer Review to assure quality control. In 1995, we were named as Utah's top certified public accounting firm and ranked in the top 10 in the five-state intermountain area for the second year in a row by *The Practical Accountant*. We were also recognized by *CPA Digest* as one of the 50 finest small to medium-sized CPA firms in North America and were the only CPA firm from the Rocky Mountain region to receive the award. Selection was based on growth, innovative practice management, effective consulting techniques, community service, and noteworthy contributions to the profession.

HAWKINS CLOWARD & SIMISTER, LC

CERTIFIED PUBLIC ACCOUNTANTS

Hawkins Cloward & Simister, LC is comprised of over 30 talented accounting and management professionals who share a common philosophy about the practice of accounting:

To work with enterprises, families, and individuals who believe the professional treatment of finances and taxes by highly qualified practitioners will contribute significantly to the attainment of both personal and business financial goals.

The experience and accomplishments of our professionals place our firm among the finest accounting firms in the nation. Our personnel have the expertise to provide a full range of services for accounting, taxation, auditing, and financial management needs.

Our 2300 clients extend throughout the western United States. Our client base ranges from health care providers, manufacturers, retailers, government agencies, and large corporations to small proprietorships, wage earners, and professionals.

SERVICES WE CAN PROVIDE FOR YOU:

MANAGEMENT CONSULTING

- Preparation of annual business plan and budget
- Lease/purchase analysis
- Accounts receivable management
- Revenue billing procedures
- Business valuations
- Buy/sell agreements
- Alternative forms of business
- Litigation support
- Medical practice management

TAXATION

Compliance reporting:

- Personal tax returns
- Partnership tax returns
- Estate tax returns
- Foreign reporting
- Multi-state reporting
- Corporate tax returns
- Fiduciary tax returns
- Retirement plan reports
- Representation in examinations by taxing authorities

Planning:

- Personal tax reduction
- Retirement planning
- Fringe benefit structuring
- Estate planning
- Education funding

ACCOUNTING

- Full general ledger accounting
- Financial statements
- Graphic analysis of operating results
- Payroll tax returns (W-2, 1099, 941, etc.)
- Evaluation and assistance with in-house systems
- Computer applications

FINANCIAL AUDIT

- Evaluation of internal controls and accounting systems
- Full scope audits of private, non-profit, and government entities
- "Single audit" compliance reporting
- Statistical and judgmental analysis for special studies
- Review and compilation of financial statements

OUR PEOPLE

We realize that our greatest resource is our people. Our staff maintains high technical competence in order to provide the prompt, professional service our clients expect.

Every year, each professional in our firm receives at least 40 hours of formal classroom training. Much of this training is provided through seminars taught by the American Institute of Certified Public Accountants and the Utah Association of Certified Public Accountants. Other formal training is provided in-house by members of our own staff who are highly recognized in their individual areas of expertise.

OUR PARTNERS

HCS partners are widely recognized for their technical expertise and professional involvement in civic and community organizations.

Mr. Hawkins graduated from Brigham Young University in 1970. He worked for Arthur Anderson in California for four years before returning to Utah. He has served as Chairman of the Board of Directors of the Utah Association of Certified Public Accountants and is actively involved in various other public and charitable organizations.

Ronald K. Hawkins, CPA

Mr. Cloward graduated from Weber State College in 1971 and worked for Deloitte and Touche before joining HCS. He has chaired the Finance Committee of Utah Valley Regional Medical Center, served as Regional President of the Utah Association of CPAs, and co-authored the Utah State Guidelines for Municipal Accounting Procedures.

David A. Cloward, CPA

Mr. Simister graduated Magna Cum Laude from Brigham Young University in 1975. He is a past President of the Utah Association of Certified Public Accountants and has also served on the following UACPA boards and committees: Utah State Government Quality Review Board, Public Relations, Legislative and Continuing Education, Executive and Political Action Committees.

Kevin L. Simister, CPA

Mr. Wilde graduated from Brigham Young University in 1979. He participates on the Advisory Council for the Accounting Department of Snow College, the Advisory Board of Stevens-Heneger Business College, and the UACPA Taxation and Continuing Education Committees.

O. Jeffery Wilde, CPA

Mr. Whittaker graduated from Southern Utah College in 1981 after having received the "Outstanding Student Award" from the UACPA. He has also served on committees for the Provo/Orem Chamber of Commerce.

Mark D. Whittaker, CPA

Mr. Alexander graduated from Brigham Young University in 1977. He has served as President of the Utah Valley Chapter of the BYU Management Society, as a commissioner of the Utah County Housing Authority, and on the Technical Review Committee for the State of Utah Department of Professional Licensing.

Denton R. Alexander, CPA

Mr. Peterson graduated from Brigham Young University in 1983. He worked for Ernst & Whinney in California before joining HCS. He has served on the Board of Directors of the Orem Kiwanis Club and is currently the treasurer. He also serves on the Accounting Department Advisory Committee of Utah Valley State College.

Layne R Peterson, CPA

OUR PROFESSIONALS

In addition to the partners, HCS employs the following professional staff:

Richard Hawkins, CPA, B.S., in practice since 1951

Keith T. Borup, CPA, B.S., in practice since 1953

Charles R. Pyne, CPA, B.S., in practice since 1970

Dana Lee Gurney, CPA, B.S., in practice since 1979

Michael Stoddard, CPA, B.S., in practice since 1986

Mark Crowder, CPA, B.S., in practice since 1986

Bruce Garfield, CPA, MACC, in practice since 1988

Beth Clark, CPA, MACC, in practice since 1989

Dorie Hone, CPA, MACC, in practice since 1990

Robert Hunter, CPA, MACC, in practice since 1991

Eric Nuttall, CPA, MACC, in practice since 1991

Amy Black, CPA, MACC, in practice since 1993

Angie Anderson, MACC, in practice since 1995

Ron Hada, MACC, in practice since 1996

Joseph Nettleton, MACC, in practice since 1996

Clint Peterson, MACC, in practice since 1996

EXPERIENCE

HCS has performed hundreds of audits and other attestation services for private businesses, nonprofit organizations and governmental entities. Following is a sample of clients we have performed these services for in recent years.

ATTESTATION EXPERIENCE

Hospitals

Allen Memorial Hospital, Moab, Utah
Central Valley Medical Center, Nephi, Utah
Gunnison Hospital, Gunnison, Utah

Retail/Wholesale

Bonneville Industrial Supply
Contractors Heating and Air Conditioning
Mountain States Supply
Mountainland Pipe & Plumbing

Manufacturing

Applied Manufacturing Technology, Inc.
Central Distributing Company, Inc.
Electronic Kits International
Kencraft, Inc.
Maca Supply
Tropical Sno

Construction

Allied Plumbing
Cloward Construction
Geneva Rock Products
Klauck Construction
Tri-West Contractors

Service

Cummins Intermountain, Inc
D & L Corporation
Kamas Woodland Telephone
Miracle Mortgage
The Mortgage Company
Thermo King Intermountain
University Mall Merchants
Utah County Board of Realtors
Utah Wyoming Telecom

Retirement Plans

Cummins Intermountain, Inc. Pension
Cummins Intermountain, Inc. 401(k)
Jones Paint & Glass Profit Sharing
Wicat Systems, Inc. 401(k)

Non-Profit Entities

American Red Cross
Center For Women & Children In Crisis
Riverside Country Club
United Way
Utah Valley Care & Training
RISE, Inc.
Project Lift, Inc.

GOVERNMENTAL AUDIT EXPERIENCE

Municipalities and Counties

Wasatch County
Juab County
Provo City, Utah
Midway, Utah
Kamas, Utah

Special Taxing Districts

Heber Valley Special Service District, Heber, Utah
Wasatch County Special Service Area #1, Heber, Utah
Jordanelle Special Service District, Heber, Utah
Twin Creeks Special Service District, Heber, Utah
Juab County Special Service District #1, Nephi, Utah
Juab County Special Service District #2, Nephi, Utah
Utah County Solid Waste Special Service District, Lindon, Utah

Other Governmental Audits (including audits of governmental sponsored programs)

Provo City Community Redevelopment Agency, Provo, Utah HUD 701 Grant
Elementary Secondary Education Act Title I, II, and VII
Economic Opportunity Act - Headstart Program
Career Opportunities Program - Program for Instructional Personnel
Community Development Block Grant, Provo, Utah
Provo Housing Authority, Provo, Utah - Section 8 Housing
Provo Housing Authority, Provo, Utah - Public Housing Comprehensive
Senior Citizens Program, Juab County - Title XX
Mountainlands Community Health Center - Public Health Service
Wasatch Mental Health

Other Governmental and Regulated Audits

Economic Opportunity Act - Title II and VII
National Defense Education Act Title V and III
Kamas, Utah - EDA Project Audit - R.E.A.
Utah-Wyoming Telecom, Kamas, Utah - R.E.A.
Central Valley Medical Center, Nephi, Utah - Medicare
Gunnison Valley Hospital, Gunnison, Utah - Medicare
Allen Memorial Hospital, Moab, Utah - Medicare
Community Action Services - Community Services Block Grant
Community Action Services - Home by Family Support Services
Community Action Services - Senior Companion Program

ACHIEVEMENTS

PRESS RELEASE

**NATIONAL MAGAZINE RANKS
OREM CPA FIRM HIGHEST IN UTAH**

OREM, UTAH -- One of the nation's leading accounting magazines has named Hawkins Cloward & Simister, LC of Orem as Utah's top certified public accounting firm for the second year in a row. The publication also ranked the CPA firm among the top 10 in the five-state intermountain area.

The most recent recognition was made in the April 1995 issue of *The Practical Accountant*, a national accounting publication located in New York. *The Practical Accountant* survey spanned the nation, contacting more than 550 accounting firms to find the top 15 firms in eight regions.

"To have a magazine with the credibility of *The Practical Accountant* rank our firm as #1 in Utah is a significant honor," commented Ronald K. Hawkins, one of the firm's seven partners. "Public honor has never been our top priority. If anything, this recognition may be a reflection of our efforts in finding solutions for our clients' financial problems," said Hawkins.

Hawkins Cloward & Simister, LC also recently received national recognition from *CPA Digest* as one of the 50 finest local firms in America.

HCS employs 20 Certified Public Accountants and a support staff of 18. The locally-owned Orem firm regularly submits its work to independent auditors for review of its accounting practices, and consistently receives the highest possible rating from those examiners.

In addition to its large commercial and governmental audit practice, Hawkins Cloward & Simister serves the needs of small businesses, concentrating on solving the problems faced by professionals.

The Firm focuses on tax planning and reduction, business management, computer applications, retirement plans, estate planning, investment evaluation, audits, and financing. HCS serves over 2300 clients in 7 western states.

PRESS RELEASE

HAWKINS CLOWARD & SIMISTER, LC RECEIVES TOP MARKS

OREM, UTAH -- Hawkins Cloward & Simister, LC has successfully completed an INDEPENDENT PEER REVIEW of its accounting and auditing practice. The reviewers concluded that HCS met the highest quality control standards set by the American Institute of Certified Public Accountants, (AICPA), the national professional organization of CPAs.

Peer reviews are required for membership in AICPA's Division for CPA Firms. The Division is a voluntary self-regulatory organization of firms established to foster quality performance. About half the CPAs in public practice are members of firms that have joined the Division.

HCS is a member of the Division's Private Company practice section, which focuses on the accounting and audit services provided to companies that do not have public stockholders.

The independent CPAs who reviewed Hawkins Cloward & Simister, LC made an assessment of the firm's quality control policies and inspected the firm's working papers. They also inspected the firm's administrative files and records and interviewed professional personnel.

In evaluating the firm's quality controls, peer reviewers concluded that HCS hires highly qualified people, that it properly supervises them and provides them with professional training, and that it provides them with necessary technical resources.

PRESS RELEASE

**HAWKINS CLOWARD & SIMISTER, LC
BEGINS 40TH YEAR WITH NATIONAL RECOGNITION**

Hawkins Cloward & Simister, LC recently received the prestigious DIGEST 50 AWARD from CPA Digest, a Wisconsin based publisher. HCS was recognized as one of the 50 finest small to medium-sized CPA firms in North America in 1990 and was the only CPA firm from the Rocky Mountain region to receive the award. Selection was based on growth, innovative practice management, effective consulting techniques, community service, and noteworthy contributions to the profession. Winners were chosen by an expert panel of CPA Digest editors and nationally known consultants and professionals.

Hawkins Cloward & Simister, LC was founded in 1951. Over the years, the Firm has provided high quality CPA services to businesses, individuals, governmental entities, and nonprofit organizations. Today, the Firm's seven partners manage a total staff of 35 including 15 CPAs. HCS provides its 1900 clients with tax planning, tax return preparation, accounting services, personal finance consulting, auditing, management, and computer systems consultation.

One of the key factors in the selection of HCS was its recent emphasis in the medical practice management field by creating a Health Care Consultant Division within the Firm. The Division involves extensive training in health care management accounting issues. In addition to expanding its consulting services to the health care community, HCS now publishes a quarterly newsletter **RX for Practice Management** and has produced several medical practice management seminars for public presentation.

The 1994 Utah Association of Certified Public Accountants, (UACPA), membership directory shows Hawkins Cloward & Simister, LC as the 2nd largest CPA firm in the state of Utah (measured by number of UACPA members) and as the largest local firm.

Here are the leading firms in Utah:

<u>Rank</u>	<u>Firm</u>	<u>Type of Firm</u>	<u>CPAs</u>	<u>City</u>
1	Deloitte and Touche	International	26	Salt Lake
2	Hawkins Cloward & Simister	Local	18	Provo/Orem
3	KPMG Peat Marwick	International	17	Salt Lake
4	Coopers & Lybrand	International	15	Salt Lake
5	Hansen, Barnett, Maxwell	Local	14	Salt Lake
6	Ernst & Young	International	13	Salt Lake
	Foote, Passey, Griffin & Co.	Local	13	Salt Lake
7	Arthur Andersen & Co.	International	12	Salt Lake
8	Tanner + Co.	Local	11	Salt Lake
	Squire & Co.	Local	11	Provo/Orem

ONE LAST THOUGHT

Some accounting firms are too small to offer a full range of services or expertise. Other accounting firms are so large that personal attention suffers. Most accounting firms are good "historical analysts."

HCS is large enough to provide expert services, but small enough to provide personal attention. We concentrate on being good analysts. However, the past is only the beginning. We use where you have been to help you get where you want to be. Planning for the future, whether personal or business, is an essential element of the personal attention and services we provide. Working together with energy, dedication, and imagination, we will accomplish your objectives and make a difference where it counts. . .the bottom line.

